

9th Street Park Neighborhood Comprehensive Revitalization Plan

Submitted by the Mayor's Advisory Council on Safe and Affordable Housing
Adopted by the City of Columbus Common Council on September 3, 2013

advance
a strategic plan for **columbus**



Letter from the Mayor

Less than a year ago, residents of the Ninth Street Park Neighborhood came to us seeking help. They wanted to feel safe outside their homes, rid their neighborhood park of anti-social behavior and criminal activity, improve the appearance of residential properties and eliminate the blight of vacant and abandoned homes that line their streets.

Indeed, this area had become our city's most distressed neighborhood, afflicted with the highest rates of crime, poverty and vacant homes, and some of the lowest property values. It had not experienced meaningful investment for decades.

We're responding and have already started to see positive results from our initial response — police have significantly increased their presence in the neighborhood and partnered with the residents in a community policing program, the park has been expanded and updated with new, accessible playground equipment, and a vacant home adjacent to the park has been removed with the property converted to much-needed green space.

These steps provide a good base for developing long-term revitalization and stability in the 9th Street Park Neighborhood. Now we are building even more momentum by making the 9th Street Park Neighborhood the first targeted investment neighborhood of the Mayor's Advisory Council for Safe and Affordable Housing.

The Housing Council and Lincoln Central Neighborhood Family Center have pre-

pared this comprehensive neighborhood revitalization plan to meet a key objective in our community's overall strategic plan, *Advance Columbus*: to ensure safe and affordable housing and attractive and proud neighborhoods for all. By embracing this revitalization plan, our community is one step closer to realizing our vision of being "the very best community of its size in the country."

This strategic plan represents a defined framework in which to bring the partners together with the stakeholders in the neighborhood to coordinate and align our efforts to achieve shared goals. The result of the strategic planning process is a community-wide commitment to implementation of the plan.

The shared goals of the revitalization effort are to transform the 9th Street Park Neighborhood into:

A safe neighborhood where people perceive the neighborhood to be family-friendly and safe and they enjoy freedom from crime and drugs all day, every day.

A welcoming neighborhood where people take pride in the neighborhood and feel a sense of ownership and solidarity.

An attractive neighborhood where people invest in their homes and take care of their yards, making them safe and well-maintained.

A supportive neighborhood where residents have the opportunity to gain financial stability and self-sufficiency.

The highest priority initiatives to achieve

these goals are: concentrated community policing; increased code enforcement; regular neighborhood cleanups; significant housing rehabilitation and reconstruction; access to social and recreational activities and programs for all ages; and the promotion and access to educational, workforce development and financial literacy programs and services to residents in need.

We acknowledge that absent this collective investment by the public and voluntary sectors, the private sector alone will not reverse the neighborhood's decline. But all agree that using existing federal, state, local and philanthropic resources in a concentrated way as outlined in this plan will be the "shot in the arm" the neighborhood needs, acting as a catalyst to private investment and meaningful and lasting improvement.

Revitalization may take many years, but

positive impacts from these initiatives can be felt immediately. By following our plan and working together, we will continue to see the improvements our residents and we as a community seek.

Warm regards,



Kristen Brown
Mayor, City of Columbus

Mayor Brown and Columbus Police Lt. Matt Myers talk with a resident of the 9th Street Park Neighborhood.



9th Street Park Area Comprehensive Neighborhood Revitalization Plan

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1. Introduction

The purpose of this document is to formally present a comprehensive neighborhood revitalization plan for the 9th Street Park Area of the greater Lincoln Central Neighborhood of the City of Columbus, Indiana. A comprehensive neighborhood revitalization plan is the outcome of a strategic planning, programming and implementation process applied to declining neighborhoods to chart a course for positive change.

To be effective, a neighborhood revitalization plan needs to be comprehensive in its subject matter. While housing is the building-type most often found in any city's neighborhoods and the condition of housing is of vital importance, housing alone does not make a neighborhood. The physical, social and socio-economic systems of a neighborhood are critical factors contributing to "quality of life" and cannot be overlooked or ignored.

A desirable, healthy neighborhood requires public infrastructure -- streets, alleys, curbs, sidewalks, street lighting, sanitary sewers, and storm drainage -- that are complete and maintained in good repair. Residents must feel safe, confident and free of the threat of crime as they walk their streets and sidewalks. Residents must have access to alternative transportation and mobility options.

The neighborhood environment must be appealing and socially-interesting -- street trees, proximity to neighborhood parks and schools, and other amenities contribute to a sense of place. And, of particular importance to economically challenged households, opportunities must exist within neighborhoods to access public services, public transit and case management services to nurture and support household sustainability.

This particular comprehensive neighborhood revitalization planning process began approximately 18 months ago in the spring of 2012 when one of the principal partners, the Lincoln Central Neighborhood Family Center, initiated its most recent needs assessment of area residents. The outcome of that assessment was the preparation of goals for the Lincoln Central Neighborhood. A copy of this resident needs assessment is found later in this report.

Top right: **advance** is Mayor Kristen Brown's strategic plan for the Columbus community.

Bottom right: Mayor Brown and other community leaders at the 9th Street Park basketball courts to hear an Eagle Scout candidate explain his plans for improvements at the park



Also in 2012 and under the leadership of Mayor Kristen Brown, the City of Columbus embarked on a community-wide strategic planning process to chart a course for advancement and renewal. The result of that process was the development of *advance*, a strategic plan for Columbus, a key strategic objective being:

Ensure safe and affordable housing and attractive and proud neighborhoods for all.

This strategic objective has significant, city-wide implications, and it is a benchmark for this planning work. Moreover, the comprehensive neighborhood revitalization plan for the 9th Street Park Area will likely become the template for comprehensive neighborhood revitalization planning throughout Columbus in the future. The Mayor's Advisory Council on Safe and Affordable Housing, which is charged with the mission to advance the above-stated strategic objective throughout Columbus, is a primary partner in the revitalization planning, implementation and oversight of the 9th Street Park Area.

Planning, implementation and oversight require a system of measurement for programmatic outcomes and gauging success. Therefore, a key responsibility of the Mayor's Advisory Council on Safe and Affordable Housing will be to monitor the progress of a broader group of partners

and stakeholders that collaborate to move the 9th Street Park Area forward.

2. The Lincoln Central Neighborhood and the 9th Street Park Area

The Lincoln Central Neighborhood is a central city area that comprises much of the original plat of the City of Columbus, locally known as the "Big Block." Columbus was founded as a town in 1820, and later incorporated as a city in 1864.

Lincoln Central's boundaries align with the current boundaries of Census Tract 101 (as per the U.S. Census 2010). The Lincoln Central Neighborhood and the location of 9th Street Park, which is a significant "quality of life" amenity in the Lincoln Central Neighborhood, are depicted in Figure 2-1.

The 9th Street Park planning area is bounded by 10th-11th Streets on the north, 6th Street on the south, Central Avenue on the east, and California Street on the west. Within the 9th Street Park Area is an area of about six city blocks and approximately 60 residential structures that front or immediately surround the 9th Street Park. The boundaries of the 9th Street Park Area and the Housing Focus Area are depicted in Figure 2-2.



Above: A community picnic drew dozens of residents together to celebrate their neighborhood.

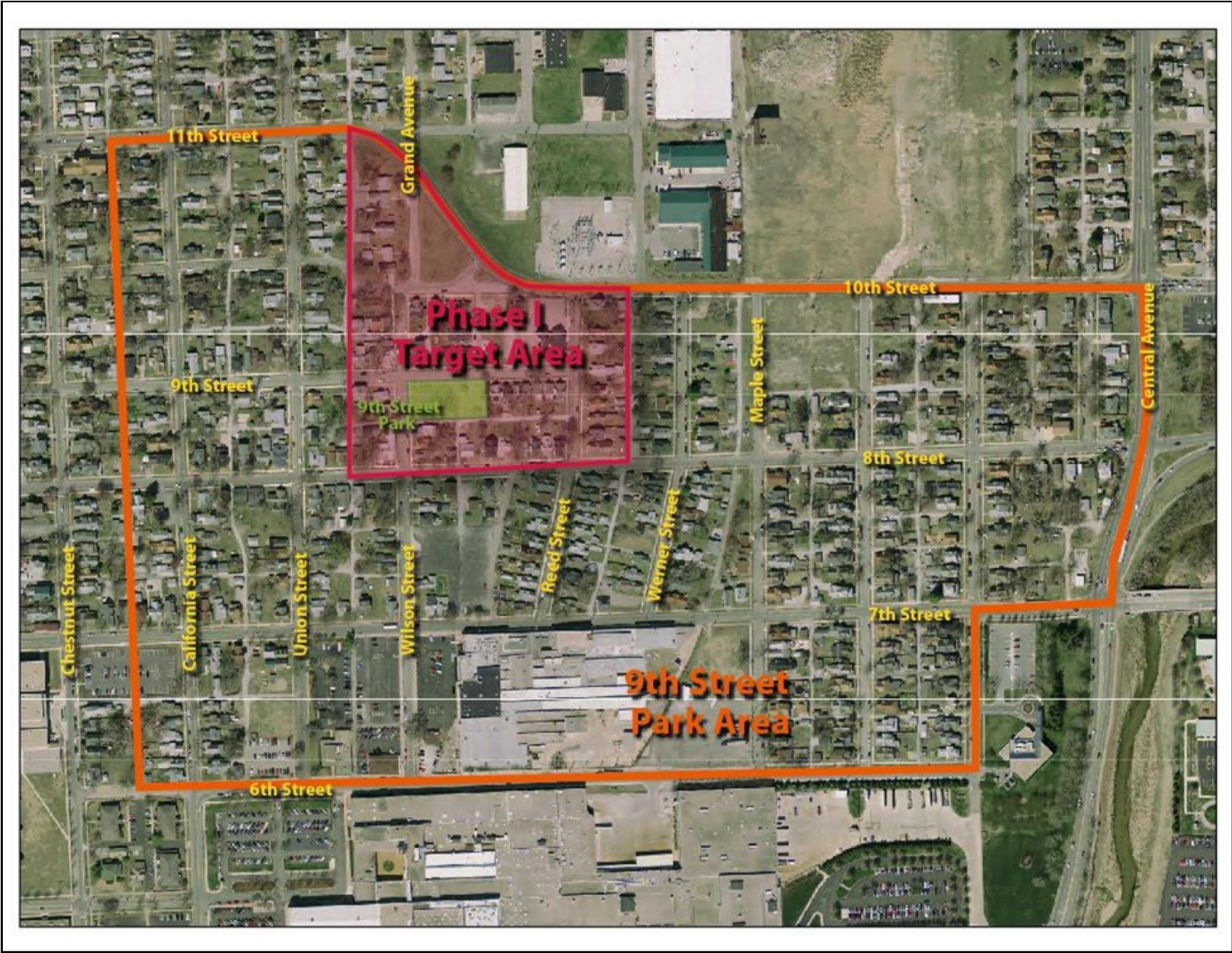
Below: Residents watch as a construction crew demolishes an a vacant house near the Ninth Street Park.



Figure 2-1: Lincoln Central Neighborhood and location of the 9th Street Park Planning Area



Figure 2-2: The 9th Street Park Area and the Housing Focus Area



3. Planning Context: Existing Plans and Studies

Many of the public policy foundations for this 9th Street Park Area Comprehensive Neighborhood Revitalization Plan are laid out in planning documents and studies previously prepared and/or adopted by the City of Columbus. In particular, the Golden Casting Foundry Site study examined a target area that included the 9th Street Park Area. Several cited City of Columbus Comprehensive Plan references of that study* squarely apply to the 9th Street Park Area neighborhood revitalization planning process:

Housing

Goal D-2: Encourage development of a sufficient supply of diverse housing types, sizes, and price ranges in the community. A thriving community needs socio-economic diversity which in turn requires a range of housing prices. The city should encourage the development of housing in a variety of price ranges so that all citizens will have decent, safe, and sanitary housing at prices they can afford.

Policy D-2-4: Explore options for providing incentives for development of affordable housing which is consistent with these policies and conforms to an overall plan for community growth.

*Golden Casting Foundry Site Redevelopment Options, City of Columbus - Bartholomew County Planning Department, October 16, 2012, pages 12 and 13.

Goal D-3: Provide high-quality residential neighborhood environments.

Policy D-3-1: Encourage projects which improve and revitalize neighborhoods. Strong neighborhoods are the building blocks of strong communities. Projects which enhance neighborhood cohesiveness and strengthen the community.

Policy D-3-2: Encourage renovation or removal of deteriorated housing. Housing which has deteriorated detracts from neighborhood quality, discourages investment, and is a nuisance, attracting vermin and vandalism. Such housing should be rehabilitated or removed.

Land Use Plan Element

The Land Use Plan was adopted in 2002 as an element of the Comprehensive Plan to supplement the Goals and Policies. The Land Use plan divided the city into 13 "Character Areas." While the boundaries of each area are somewhat arbitrary, they provide a means of considering the characteristics of different areas of the community and the different planning principals that could be applied to the area.

- 1. Infill development that complements existing neighborhoods should be encouraged.*
- 2. The city should develop a strategy for encouraging reuse or replacement of empty buildings.*
- 3. Redevelopment for conversion of residential uses to other uses should be considered only for large tracts,*

such as entire blocks, rather than permitted on a piecemeal basis.

- 4. When conversion of single-family houses to multi-family is permitted, appropriate off-street parking should be required. Converting front yard areas to parking lots is not in the best interests of the area.*
- 5. General commercial uses such as shopping centers and large retail establishments should be confined to locations on arterial streets and should be only in suburban business centers.*
- 6. Neighborhood commercial uses should be allowed only in neighborhood business centers; spot commercial should not be permitted.*
- 7. Neighborhood commercial uses should be of a scale and design compatible with the residential areas.*

Typical houses found in the 9th Street Park Area



3. Planning Context: Existing Plans and Studies (Cont.)

8. *Expansion of existing industries should be permitted, provided that appropriate safeguards are provided to preclude odors and other pollutants that are detrimental to the area.*
9. *Parks should be retained, and the facilities within the parks should be reviewed periodically to ensure that they are consistent with current needs.*
10. *The traditional grid street pattern should be retained, along with the alley system that serves as secondary access to many properties.*

The above-listed housing policies clearly speak to developing a diverse supply and price points of housing in the Columbus housing market area, creating quality and interesting neighborhood environments, and the removal or mitigation of blighting influences. The land use policies encourage infill development, repurposing vacant structures, and pursuing revitalization strategies that are not implemented piecemeal but in larger land areas containing critical mass such as “at least one city block at a time.” Finally, the land use policies emphasize the importance of neighborhood parks of sufficient size and purpose.

While a city’s comprehensive plan and its elements provide direction for long-range planning, a community’s strategic plans

chart much shorter time-frames for outcomes— typically, over a three to five year period. Such plans articulate strategic goals and objectives, delineate specific action steps, identify potential implementation partners, and suggest methods to measure progress and success.

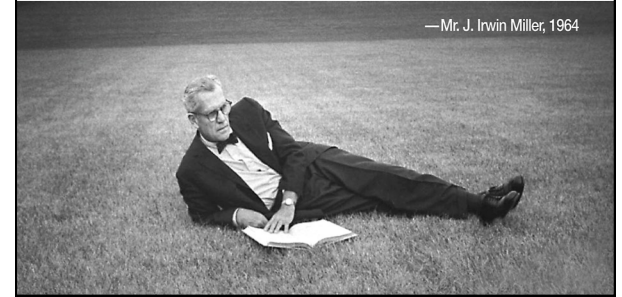
advance, a strategic plan for Columbus, is such a policy document. It is designed to produce near-term results; it establishes the community’s strategic priorities that were developed in direct consultation with community leadership and institutions; and it functions as a platform to engage citizens, stakeholders and partners in implementing practical solutions. Moreover, it is an adaptable platform for the current and future comprehensive neighborhood revitalization planning in Columbus.

advance articulates a key strategic priority that, if embraced by the comprehensive neighborhood revitalization planning process at hand, will help to make the 9th Street Park Area, the Lincoln Central Neighborhood and the City of Columbus meet **advance’s** vision of being “the very best community of its size in the country:

Quality Housing Opportunities: Ensure safe and affordable housing and attractive and proud neighbors for all.

“...we would like to see this community come to be not the cheapest community in America, but the very best community of its size in the country. We would like to see it become the city in which the smartest, the ablest, the best young families anywhere would like to live; a community open in every respect to persons of every race, color, and opinion; one that makes them feel welcome and at home here; a community which offers their children the best education; a community of outspoken churches, genuine cultural interests, exciting opportunities for recreation and a community whose citizens are themselves well-paid and who will not tolerate poverty for others, or slums in their midst.”

— Mr. J. Irwin Miller, 1964



Mr. J. Irwin Miller, 1964.

The Brown Administration has charged the Mayor’s Advisory Council on Affordable Housing with this strategic priority. Therefore, this Council intends to assume a primary role in organizing the community’s comprehensive neighborhood revitalization planning and implementation process through 2015 and, perhaps, beyond.

A final comprehensive neighborhood revitalization planning reference for the 9th Street Park Area is the Resident Needs Assessment recently prepared by the Lincoln Central Neighborhood Family Center. It established strategic objectives and initiatives to meet critical neighborhood needs, as follows:

Table 3-1: Lincoln Central Neighborhood Needs Assessment — March 4, 2013

Critical objective of Neighborhood Vision	Critical Community Needs	Critical Initiatives
Attractive - to people driving or walking through the neighborhood	<ul style="list-style-type: none"> • Cleaning around the properties • Make the location a safer place • Reduce vacant homes • Caring culture within neighborhood • Do home Improvement and landscaping • Better landlord accountability 	<ul style="list-style-type: none"> • Security and Safety • Porch light program • Incentive Programs and Rewards and acknowledgments for clean properties to residents cleaning • Quarterly clean-up joint effort with residents, government & not-for-profit organizations (incl. city and sanitation and parks, HPI) • Encourage and reward good landlords (landlord of the year) • Add trash and recycling bins at key places • Enforcing and strengthen ordinances on vacant homes
Welcoming - social atmosphere where neighbors know neighbors, people respect property and each other, and there is celebrated diversity of ages, ethnicity, and economic status	<ul style="list-style-type: none"> • Improve neighborhood security • Helping one another • Improve awareness of the value of socializing • We like to do socializing activities (i.e. Increase Socializing opportunities) • Help residents to build relationships in the community • Recreational activities 	<ul style="list-style-type: none"> • Publicize LCNFC signs on assistance to new comers socials • Supporting equipment loan for social events • Sports equipment loan for social events • Access to gyms for free once a week
Great Neighborhood Business - that serve the needs of residents & visitors, and complement downtown and other nearby businesses.	<ul style="list-style-type: none"> • Retail business meeting needs of community • Local owned businesses • Better city planning • Personal care services • Workings residents need bus service after 6PM 	<ul style="list-style-type: none"> • Bring in Grocery co-ops, drug store, and Laundromat businesses in the community • Create a Lincoln-Central Neighborhood merchants association • Community representation in transportation advisory board
Quality and affordable homes - that meet the various housing needs of a diverse community.	<ul style="list-style-type: none"> • Opportunities for good income to afford the place (Insufficient income) • Need for housing quality improvement is much higher specific areas • Increase home ownership in LCNFC community • Help to manage household expenses(High priority household expenses) 	<ul style="list-style-type: none"> • Buy the houses and tear down and give away the lots (by city) • Strengthen the codes • Promote visibility of HPI programs

Table 3-1: Lincoln Central Neighborhood Needs Assessment — March 4, 2013 (Cont.)

Critical objective of Neighborhood Vision	Critical Community Needs	Critical Initiatives
Quality of Education - opportunities for children and adults	<ul style="list-style-type: none"> • Early childhood education is critical for babies • Valuing education culture need to be developed • We need low cost education • Course offerings aligned with needs of the community 	<ul style="list-style-type: none"> • Program mailing books every month for new parents to read to babies • Continue promote educational opportunities with 9th street summer unit program • Continue partnership with Family School Partners • Identify scholarships/grants/financial aid opportunities with an application process held in neighborhood – one-on-one meetings
Recreation - opportunities where children of all ages can play safely under adult supervision	<ul style="list-style-type: none"> • Opportunities to pursue hobbies and Learning • More recreation opportunities for pre-school, middle school kids and high school students • Opportunities to participate in sports • Need more parks 	<ul style="list-style-type: none"> • Promote Parks and Recreations program, PIE classes, McDowell, etc. • Increase Intramural leagues (basketball, soccer, cricket - or other “new” sports for kids to learn)
Residents actively engaged - in neighborhood and community issues and influencing the decisions that impact them as neighborhood residents.	<ul style="list-style-type: none"> • A structure (forum) to address the issues • Better knowledge about community issues • Improve the environment for open communication with local leader • Measure the progress 	<ul style="list-style-type: none"> • Neighborhood Police Meetings • Provide opportunities for mayor/city council members to continue visiting their districts after the campaign is done
Grow Lincoln-Central Neighborhood	<ul style="list-style-type: none"> • Pride of the area • Eliminate Illegal activities • Well-kept properties • Reduce Poverty • Maintain quiet and peaceful neighborhood 	<ul style="list-style-type: none"> • Nighttime bike patrol; COPPS • Financial/budgeting workshops • Neighborhood watch for designated block areas- with block advocates • “College night” for information with parents and students • Clean-up efforts with landlords and tenants

4. Planning Stakeholders and Partners

A collaborative comprehensive neighborhood revitalization planning process requires stakeholders and partners to come together, respectfully and as equals, to accomplish a greater common good. Each stakeholder and each partner often has a unique purpose or vested interest in the outcome.

4.1 Stakeholders

Stakeholders have the most direct risk involved in the outcome of neighborhood revitalization. They live in the neighborhood, own property, operate a business or institution within the neighborhood, or otherwise “have skin in the game or feet on the ground.” In the 9th Street Park Area, stakeholders

include residents (both owner-occupants and tenants), property owners, landlords (including some members of the Columbus Landlords’ Association and Housing Partnerships, Inc.), property managers, the Second Baptist Church, and few others.

4.2 Partners

Partners include the people, institutions and entities that have a responsibility or institutional purpose or mission to see that a given neighborhood succeeds and the stakeholders succeed. Very often partners can bring to the table, financial resources and talent needed to achieve success.

Two primary partners for the 9th Street Park Area comprehensive revitalization planning process have been identified: the Lincoln Central Neighborhood Family

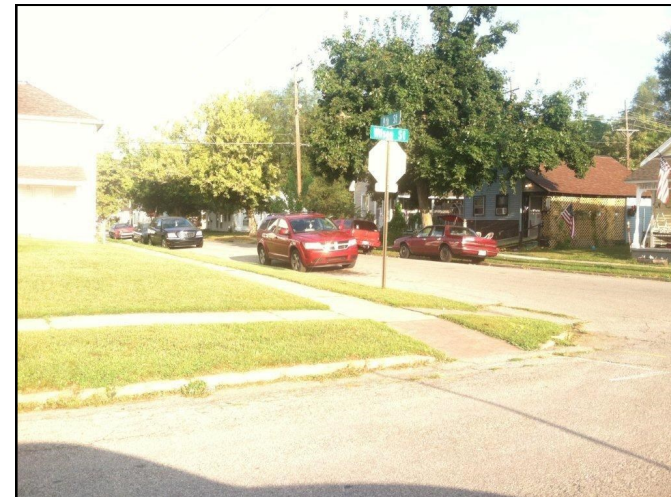
Center and the Mayor’s Advisory Council on Affordable Housing. The roles of these primary partners are described as follows:

The Lincoln Central Neighborhood Family Center (LCNFC)

This non-profit neighborhood advocacy group operates out of neighborhood public service center at 1039 Sycamore Street. The LCNFC provides a variety of public services to Lincoln Central Neighborhood residents, including those residing in the 9th Street Park Area. The LCNFC has been actively engaged throughout this comprehensive neighborhood revitalization planning process, particularly in an advocacy role of linking residents and other stakeholders with the partners. LCNFC developed and adopted a needs assessment, strategic objectives and critical action steps for the entire Lincoln Central Neighborhood. In addition to a primary role in the planning process, LCNFC is responsible for motivating various stakeholders to engage in planning and implementation.



Houses dot the 9th Street Park Neighborhood landscape



4.2 Partners (Cont.)

The Mayor's Advisory Councils on Housing

The strategic planning group responsible for the development of the City's Comprehensive Housing Strategy and preparation of Comprehensive Neighborhood Revitalization plans, including the plan being prepared for the 9th Street Park Area. These Councils are composed of numerous community partners and stakeholders. In particular the *Mayor's Council on Safe and Affordable Housing* possesses a membership that includes representation from several 9th Street Park Area partners and other interested groups and organizations including:

- *Housing Partnerships, Inc. (via parent organization Thrive Alliance)*
- *United Way of Bartholomew County*
- *Heritage Fund of Bartholomew County*
- *The Bartholomew County School Corporation*
- *The Bartholomew County Sheriff's Department*
- *Human Services, Inc.*
- *The Love Chapel*
- *The Salvation Army*
- *Bartholomew County Landlords Association*
- *The Columbus Housing Authority*
- *The Columbus Township Trustee*

Those partners most heavily involved in implementation include:

- **United Way of Bartholomew County**
This nonprofit, which is headquartered in the Lincoln Central Neighborhood at 1531 Thirteenth Street, provides funding, advocacy and planning services and support for numerous public service activities being offered in the Lincoln Central and 9th Street Park Area. In particular the United Way is currently engaged in developing asset-based planning assessments throughout the Lincoln Central Neighborhood, which builds upon and supports this comprehensive neighborhood revitalization planning process. The United Way's newest planning endeavor that could have a dramatic impact and influence on residents living in the 9th Street Park Area is the *Bartholomew County Works* initiative that is now being formulated.
- **Housing Partnerships, Inc. (HPI)**
This non-profit affordable housing/developer/provider/CHDO not only owns rental properties in the 9th Street Park Area and the Lincoln Central Neighborhood, but it is also very interested in preparing and implementing a block-by-block property acquisition and rehabilitation program in the 9th Street Park Area to address vacant and/or substandard properties.
- **Heritage Fund - The Community Foundation of Bartholomew County**
This non-profit charitable organization, which is also located within the Lincoln Central Neighborhood at 538 Franklin

Street, provides funding, advocacy and other support for community-based projects throughout the City of Columbus and Bartholomew County. The Heritage Fund recently dedicated funding to the 9th Street Park expansion project that is currently being implemented, for the specific purpose of land acquisition to expand the park. The Heritage Fund has also made a financial commitment to HPI for its pending HOME Program application to be submitted to the Indiana Housing and Community Development Authority (IHCDA).

- **Indiana Housing and Community Development Authority (IHCDA)**
This agency administers several state and Federal housing programs that advance the cause of affordable housing throughout Indiana communities. One program of significance that may offer funding opportunities for the acquisition and rehabilitation or construction of safe, standard, decent and affordable rental housing in the 9th Street Park Area is the HOME Program. Housing Partnerships, Inc., is examining the possibility of applying for HOME funds for this purpose.

*Dave Phillips, *Cincinnati Works*. The mission of Cincinnati Works is: Cincinnati Works will partner with all willing and capable people to assist them in escaping poverty through the acquisition and retention of self-supporting jobs.

4.2 Partners (Cont.)

The City of Columbus

The City has been very actively engaged through several of its departments to provide a comprehensive approach to the revitalization of the 9th Street Park Area. These departments and their contributions to recent programs and projects include:

- **Columbus Parks and Recreation Department**

Spearheaded the rehabilitation and expansion of the 9th Street Park by adding a new playground surface and playground equipment, and expanding the park to add valuable open space and green space. A Neighborhood Celebration was held at the 9th Street Park on Saturday, June 29, 2013. Annually and, in particular, during the summer 2013 months, Parks and Recreation provided daily programming for area children that included arts and crafts, games, and field trips. This program was executed in collaboration with the Lincoln Central Neighborhood Family Center.

- **Columbus City Garage**

This department, which is charged with maintaining the City's streets and alleys and other public places, was also an active participant in the April 2013 neighborhood clean-up.

- **Columbus Police Department (CPD)**

As an outcome of the November 2012 neighborhood meeting at the Second Baptist Church, CPD reinstituted a neighborhood watch program focusing on

the 9th Street Park and the blocks immediately surrounding the park. During the June 29th Neighborhood Celebration at the 9th Street Park, CPD further announced that it was about to implement heightened community policing support through deployment of the COPPS Program.

- **Columbus-Bartholomew County Code Enforcement**

Housing and property conditions in the 9th Street Park Area require concentrated code enforcement to accomplish positive change. Code Enforcement has taken up that challenge. Also, Code Enforcement spearheaded the neighborhood clean-up campaign in Lincoln Central Neighborhood and the 9th Street Park Area with corporate and institutional partners including Cummins, Inc., Hedgehog group, and several area churches and other public service organizations.

- **Community Development Department**

The City's Community Development Block Grant Program is planned and administered through this department. This department also has a lead role in developing the City's Comprehensive Housing Strategy and Neighborhood revitalization planning and implementation. In the past, the City's CDBG Entitlement Program has provided funding for neighborhood infrastructure improvements and housing rehabilitation. The programmatic year beginning September 1, 2013 will be no different,

as \$80,000 in funds has already been budgeted and specifically pledged to housing rehabilitation activities in the 9th Street Park Area. CDBG resources may also be used to address some other neighborhood needs, pending availability.



Above: CPD Chief Jason Maddix talks with 9th Street Park residents at the Neighborhood celebration

Below: Lt. Matt Myers of CPD, Public Safety Information Officer, speaking on neighborhood crime watch and the COPPS Program



5. Existing Conditions

5.1 Demographic, Household and Housing Characteristics

In June 2013, the Mayor's Advisory Councils on Housing - active lead partners in the preparation and implementation of the 9th Street Park Area neighborhood revitalization planning process - received preliminary reports regarding demographics and housing characteristics from its housing needs assessment consultant.* One report, entitled *Summary of Census Tracts and Block Groups*, by the Strategic Development Group, Inc., Bloomington, Indiana, provides the following demographic, household and housing assessment of Census Tract 101 (The 9th Street Park Area is located within Census Tract 101, and the vast majority of that neighborhood is located within Block Group 3.):

Census Tract 101

- *The majority of residents in owner occupied units moved in from 1982 to 1995.*
- *The average household size for renter occupied units' ranges from 1.55 persons to 2.5 persons, and the average household size for owner occupied units' ranges from 2.02 persons to 2.38 persons.*
- *A majority of homeowners are within the age group 45 to 54, and a majority of renters are within the age range 25 to 34*

for Block Groups 1, 2, and 4 and within the range 45 to 54 for Block Group 3.

- *The median income in Census Tract 101 is \$34,313, and renters have lower median incomes than owners.*
- *Median gross rent is \$682.*
- *82% of 0-bedroom units rent for \$0-499/month; 0% of 1-bedroom units rent for \$500+/month; 98% of 2-bedroom units rent for \$500+/month; 96% of 3+bedroom units rent for \$500+/month*
- *In all block groups, the percent of total units is comprised mainly of renter-occupied homes. The percent of owner-occupied homes ranges from 23% to 41%, while the percent of renter-occupied homes ranges from 59% to 77%.*
- *Vacancies range from 11% to 19%.*
- *The majority of units are vacant due to "other" or because they are "for rent" in Census Tract 101. The largest percent of vacant units are "for rent," followed by "other vacant."*
- *The majority of units were built in in 1939 or earlier, for both owner-occupied (62%) and renter-occupied units (61%).*
- *The majority of rental units are 1 unit, detached or attached.*
- *The housing size of owner-occupied units is mainly 2-person households, and the housing size for renter-occupied units is 1-person.*
- *The majority of the owner-occupied*

housing units are 2 or 3 bedrooms, and the majority of renter-occupied housing units are 1 or 2 bedrooms.

- *A majority of the owner-occupied units are valued from \$100,000 to \$124,999.*

Several points should be emphasized regarding the findings of Census Tract 101 and Block Group 3:

1. *Block Group 3 contains the oldest age group cohort within Census Tract 101 - 45 to 54 years.*
2. *Owner median income in Census Tract 101 is \$44,147; renter median income is significantly lower at \$32,500.*
3. *Only 23% of the housing stock in Census Tract 101 Block Group 3 is owner-occupied; the vast majority (77%) of the housing stock is rental.*
4. *Approximately 11% of the housing stock is vacant but, primarily, "vacant for rent" and likely not abandoned, per se.*
5. *The vast majority - over 61% - of the housing stock in Census Tract 101 was constructed pre-1939.*

These demographic, household and housing characteristics identify an existing planning area population that is predominantly older, rental and income-challenged, and living within an area containing significant rental housing stock that is composed of many older single-family detached units.

5. 2 Development Patterns, Land Use and Zoning: Housing Focus Area

The development pattern of the 9th Street Park Housing Focus Area is typical of many traditional, central-city locations. Lots are laid out in a standard grid pattern of north-south and east-west streets. A generalized version of the development and land use patterns is depicted on Figure 4-1, below.

The notable exception to this traditional street and lot grid pattern is the curved path of 10th Street at the north end of the neighborhood. Apparently, this road realignment was accomplished in the early 1970s when inner-city street grid

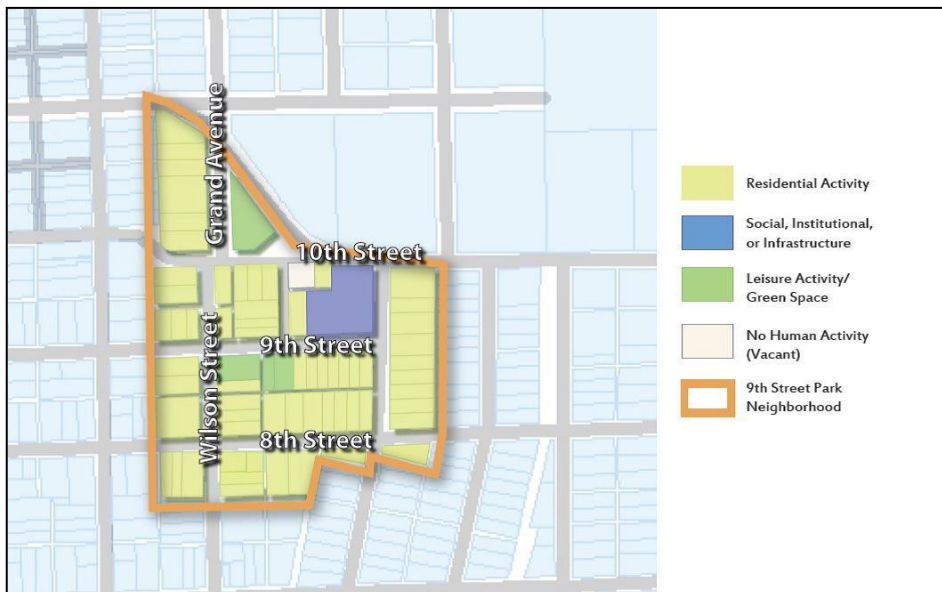
systems were often modified to facilitate the flow of traffic through older urban neighborhoods. As a result of this street system modification is a triangular property remnant that is owned by the City of Columbus, undeveloped, grass-covered and regularly mowed by the City Garage.

Most of lots within the boundaries of the neighborhood contain one-story, single family detached buildings, some with garages and outbuildings, and many of which are rental units. Not only are most of the structures in the neighborhood pre-1939 construction, but, more likely, they were built at the turn of the twentieth century. Most are humble cottage or shotgun in design - workforce housing in

the day.

The notable exceptions to the traditional residential development pattern of the neighborhood include the aforementioned vacant surplus lot at 10th Street and Grand Avenue, which is a currently undeveloped triangular turf-covered; the 9th Street Park, which is a significant neighborhood amenity that will be discussed subsequently in greater detail; a four-plex, two-story rental structure at the northeast corner of Wilson and 9th Streets; and the facilities of the Second Baptist Church at the northwest corner of Reed and 9th Streets, an iconic institution in the 9th Street Park Area.

Figure 5-1: Housing Focus Area: Land Use



Typical lot and house sizes in the Housing Focus Area



5. 2 Development Patterns, Land Use and Zoning: Housing Focus Area (Cont.)

According to the cornerstone, the Second Baptist Church has been located at its current site at the northwest corner of 9th and Reed Streets since 1980. The church building has been remodeled and expanded over the years, the first time in 1914. The last construction project expanded the facilities westward on 9th Street. The construction of the expansion and the wrapping of the main building are late 20th Century vernacular. This expansion was very likely facilitated by the removal of pre-1939 houses.

The Church's principal site contains a large paved parking lot. The Church also secured what is now a vacant lot to the immediate west of the principal site. It is gravel-covered and occasionally used for overflow parking at the Church or during neighborhood events. The Church should be approached about its plans for the future use of this lot.

The current zoning of the Housing Focus Area is RE (Residential Established) with an MX-OL (Mixed Density Neighborhood Overlay) district that allows for two- and multi-family dwellings. This residential zoning district supports the current development pattern of the Housing Focus Area, and the district's zoning standards

are conducive to facilitating structural conversion to multi-family occupancy through a "by right" zoning review process. That said most of the conversations occurred long ago. The lack of ample off-street parking appears to have been a typical negative and unfortunate result.



Left: Second Baptist Church principal site



Right: Cornerstone of Second Baptist Church, which has been located at its current site at the northwest corner of 9th and Reed streets

5.3 Building Conditions: Housing Focus Area

Virtually all of the housing stock of the 9th Street Park Area housing was constructed before World War II. This was also pointed out in a preceding section of this report (5.1 Demographic, Household and Housing Characteristics.) By conventional standards, it is quite often the case across the State of Indiana and the Midwest, that much pre-1939 central city housing is substandard and/or functionally outdated, yet potentially historically significant, particularly with respect to State and Federal housing assistance programs. This condition predominates most of the housing stock of the 9th Street Park Planning Area. Therefore, addressing the

condition of the housing stock will be critical neighborhood revitalization issue.

In July 2013 the housing stock of the area was surveyed to determine curb-side appeal/condition and occupancy. Each property was examined by a team that included local experts in neighborhood advocacy, affordable housing development, planning, community development, and code enforcement.

Table 5-3, below, presents the results of the property survey. The structures and properties were rated with a three-by-three matrix ranking system which includes occupancy type (Owner-occupied, Renter-occupied and Vacant) an building condition (Good, Fair and Poor). It should be noted that the survey was conducted for planning purposes only and have no impact on any appraisals for any particular property.

Table 5-3: 9th Street Park Neighborhood: Housing Focus Area Building Conditions Survey Results

	Owner-Occupied	Renter-Occupied	Vacant	TOTAL
Good	1	10	-	11
Fair	8	31	-	39
Poor	2	3	6	11
TOTAL	11	44	6	61



Typical housing stock of the 9th Street Park Area that was constructed before World War II



5.3 Building Conditions: Housing Focus Area (Cont.)

The results of the Housing Conditions Survey reveal several interesting facts regarding the 9th Street Park Housing Focus Area. First, and foremost, this neighborhood is composed predominately of rental housing units. Not including the six vacant structures, only 20% of the housing stock is owner-occupied; 80% of the structures in the area (Census Tract 101 Block Group 3) are rental. In comparison, the Lincoln Central Neighborhood, Census Tract 101, is 34% owner occupied and 66% rental housing. (Recent [2009-2011] statistics for the City of Columbus show 63.9% owner-occupied and 36.1% rental housing.) Thus, the rental housing stock will be a key factor influencing in the

revitalization effort.

It will also be extremely important to address the vacant and abandoned property in the Housing Focus Area, particularly as these units are located within the same block as or block face fronting 9th Street Park. These structures should be acquired and rehabilitated or demolished and replaced with new residential structures. There is no greater blighting or destabilizing influence in a neighborhood than vacant and abandoned property/structures.

Since there are so many rental housing units in the 9th Street Park Neighborhood it may be difficult to attract home ownership interest until the entire housing stock of the neighborhood is addressed. It may be too much to expect lower-income home-owner prospects and, even less so,

market rate homeowner prospects desire ownership opportunities in the 9th Street Park Area until dramatic changes occur in the condition of the existing rental housing stock of the neighborhood.

Given the proximity of the 9th Street Park Neighborhood to local elementary and middle schools - each is located only a couple blocks to the south - and the amenity of the park, the area may be conducive to affordable rental housing for income-challenged households with younger children. Perhaps a program that grooms these households into homeowner prospects could also be implemented. At a later point in time, the rental units could be sold to those newly groomed homeowner prospects.



Rental housing units line the block face of the 9th Street Park Area



5.4 Public Infrastructure

Much of the basic public infrastructure in the neighborhood - curbs and curb ramps, catch basins and sidewalks - are in fairly good repair. Over the past several years, most of the sidewalks and the curb ramps in the neighborhood have been repaired or replaced through the City's Community Development Block Grant (CDBG) Program. CDBG funds have been wisely expended to upgrade these elements of the physical environment of the neighborhood. Very few instances of despair exist, but a few early attempts at ADA compliant curb ramps may need to be readdressed in the future.

The street pavements are a different matter. Many are worn and checking, or have utility cuts within them. But none appear to be unraveling at this time. Although well worn, they appear to serve local traffic decently at this time. That said the streets of the neighborhood do have a useful life that is nearing an end, and they will eventually need to be refurbished as funding becomes available.

The City is currently addressing decades'-long deferred street maintenance. At this time the priority is arterial and collector street refurbishment. A few of the local streets in the 9th Street Neighborhood that serve east-west traffic flow are being milled and resurfaced. Recently, 7th and

8th Streets received this treatment.

The condition of the alleys in the central city is mixed. Several are paved and in reasonably good repair. Many are still gravel, however. For light duty and secondary access to poverty, a system of gravel and paved alleys is acceptable. Gravel alleys need to be periodically monitored, however, where they meet the pavements. Loose material must be compacted periodically to avoid being scattered on sidewalks and street aprons.

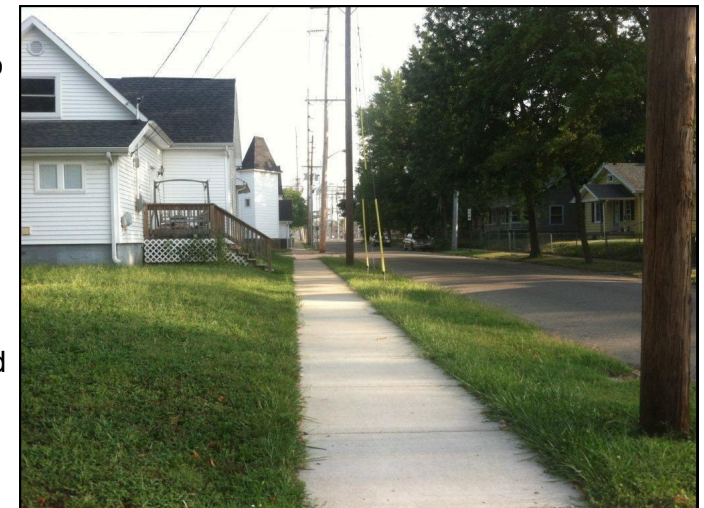
While some communities may not consider street trees as basic public infrastructure and, perhaps, even a nuisance due to heaving sidewalk plates, limb maintenance and annual fall season leaf cleanup, the City of Columbus and the majority of its citizens understand the intrinsic value of street trees in creating a viable tree canopy and adding curbside appeal to neighborhoods and private property, alike. Street trees seem to be a community priority, and they should be no less a priority in the neighborhoods in need of revitalization.

Unfortunately, there are several gaps in the street tree system in the 9th Street Park Housing Focus Area. Street trees often have a useful life and, like any tree, they are susceptible to storm damage and other negative influences. It would enhance this vicinity if a mix of new street

trees was introduced. Gaps should be filled in with a mixed variety of street trees that are hardy and fit the metrics of the grass plats with respect to root system growth expectations. The CDBG Program can fund street tree replacements.



Examples of sidewalks that have been replaced in the 9th Street Park Area through the City's Community Development Block Grant (CDBG) Program — but note the lack of street trees.



5.5 The 9th Street Park

The 9th Street Park is a small urban park located at the southeast corner of Wilson and 9th Streets. The site of the park is rectangular measuring approximately 220-240 feet along 9th Street and runs approximately 120 feet in depth to an alley that connects Wilson and Reed Streets. This alley is topped with crushed stone/gravel and, like similar alleys in the neighborhood, it is in fair condition and used for secondary access to residential properties.

The 9th Street Park currently contains two equivalently sized areas for active recreational activities. The western-most half of the site is developed for full-court basketball. This facility is old but has been well-maintained by the Parks and Recreation Department.

The eastern half of the park contains a metal-roofed shelter house with a water fountain. During the recent “Race to Play” fundraising event in spring 2013, the eastern portion of the park was also re-equipped with new playground apparatus and a state of the art “soft-surface.”

During neighborhood conversations and meetings concerning community policing, it was noted that suspicious activity was occurring in the park after dark. The park has an activity curfew of 10:00 p.m.

nightly, and the parks’ facilities are not well lit at night. In order to monitor activity at the park after hours, a surveillance camera was installed across 9th Street from the park. The security camera and heightened community policing have worked to address neighborhood concerns about after-hours activity at the park.

The size of the 9th Street Park was recently enlarged to the reported configuration. Through its benevolence and commitment to improve the quality of life in the 9th Street Park Area, the Heritage Fund contributed a substantial cash award to the City of Columbus to purchase the vacant house at 821 Wilson Street. The vacant house was stripped of reusable and recyclable materials and ceremonially demolished in mid-July 2013. This property acquisition/building demolition not only removed a vacant/abandoned building from the neighborhood, but also opened up the park and added valuable open space and green space.

The 9th Street Park has become an important focal point of the neighborhood pride. It has become a popular location for children to play and learn, neighborhood meetings, and celebratory gatherings. Although it is relatively small in size - it is just under 2/3 of an acre - there are no other urban parks or open air recreational

facilities within reasonable proximity. As it is also centrally located within Census Tract 101, it also serves as an important amenity and oasis in the Lincoln Central Neighborhood. This is a very important asset for the community to maintain and protect.



The rehabilitated 9th Street Park at the southeast corner of Wilson and 9th Streets



5.6 Community Policing

During the past 18 months, the Columbus Police Department (CPD) has made community policing a top priority in the Lincoln Central Neighborhood and the 9th Street Park Area. Several neighborhood meetings have been held with residents and other stakeholders in the Lincoln Central Neighborhood, which focused on security concerns and perceptions and incidence of crime. All community policing activities have received the top attention, leadership and priority of Brown's Administration.

Two specific meetings - November 2012 and February 2013 - were held in the 9th Street Park Area for the purpose of reactivating the Neighborhood Watch Program. Resident buy-in was achieved and Neighborhood Watch coordinators

were selected and trained. This effort has expanded and fortified communications between residents and the CPD, resulting in dozens of extra patrols and special runs. Working in partnership with the residents and the Columbus Parks and Recreation Department, the Neighborhood Watch Program in the 9th Street Park Area was further embellished with the installation of a surveillance camera that overlooks the Park.

CPD has also been a regular participant in the neighborhood events at the 9th Street Park including the *Juneteenth* event sponsored by the NAACP and the pre-July 4th Neighborhood Celebration. The residents of the 9th Street Park Area continue to grow in confidence through the community policing partnership they have developed with CPD.

In July 2013 CPD also instituted its Community Oriented Policing and Problem Solving (COPPS) Program which is an adjunct to the Neighborhood Watch Program. The COPPS Program involves a special CPD unit that focuses on reducing neighborhood crime identified by resident involvement and through special investigations. The 9th Street Park Area is CPD's highest COPPS priority area.

Finally, through its commitment to community policing, CPD works with residents of Lincoln Central Neighborhood and the 9th Street Park Area to access other special crime-prevention/solving units - Retail Theft Group, the Bank Fraud Group, Prescription Drug Diversion, and Elder Abuse.



Left: CPD along with Mayor Kristen Brown have pledged to make community policing a top priority



Right: A Neighborhood Watch meeting

6. Summary of Neighborhood Engagement

A comprehensive neighborhood revitalization planning process has been under way in the Lincoln Central Neighborhood and the 9th Street Park Area for well over 18 months. According to the records of the Lincoln Central Neighborhood Family Center, the following neighborhood engagement efforts have occurred in the Lincoln Central Neighborhood and the 9th Street Park Area:

- **Neighborhood Needs Assessment**

A comprehensive needs assessment was initiated by the LCNFC for the entire Lincoln Central Neighborhood, including the 9th Street Park Area, approximately 18 months ago in the spring of 2012. The findings of this needs assessment were compiled in March 2013. This Needs Assessment was presented and discussed in “3. Planning Context: Existing Plans and Studies.”

- **Second Baptist Church Meeting**

In November 2012, Mayor Brown held a neighborhood meeting at the Second Baptist Church where residents shared concerns about local crime. The citizen input provided motivation to re-examine the Columbus Neighborhood Watch Program.

- **Race to Play/9th Street Park Ribbon Cutting**

During the latest renovation of the park in

May 2013, neighborhood residents were invited to speak with Columbus Police Department representatives about any issue or concerns they might have.

- **9th Street Park Celebration**

On June 29, 2013, approximately 300 attended throughout the day. The Mayor's Meeting drew approximately 60 attendees with neighborhood residents, Columbus Police Department officers, City officials, City Council Members, Second Baptist Church members and human service agency representatives. Mayor Brown and the executive staff members present fielded questions, comments and requests regarding the progress being made in the neighborhood.



Above: On June 29, 2013, the 9th Street Park Celebration was held, which drew approximately 300 people and included a picnic lunch for residents

Below: Race to Play/9th Street Park Ribbon Cutting with NASCAR driver Tony Stewart and Mayor Brown



- **Small Group Police Meeting**

Earlier in summer 2013, a group of 20 residents gathered with Columbus Police Department officials to share concerns about three smaller areas within the Lincoln Central Neighborhood - one being the 9th Street Park Area. CPD officials addressed concerns and collected criminal activity tips from neighbors.

- **Neighborhood Clean-Ups**

During the past 24 months, four major clean-ups have been held with

neighborhood residents and community volunteers, including the one on the last Friday and Saturday in April 2013. All four covered the entire Lincoln-Central Neighborhood, but all four also had a segment focusing on the 9th Street Park Area.

- **General Cookouts/Social Gatherings**

In the past 18 months, five gatherings have been held at 9th Street Park for neighbors. These were informal cookouts and an ice cream social that LCNFC

sponsored. It was a time for neighbors to get to know each other and share information, concerns, etc.

This information clearly demonstrates that the resident population and other stakeholders of the Lincoln Central Neighborhood and the 9th Street Park Area have been actively engaged in the current neighborhood revitalization planning process. The primary partners must continue to facilitate such engagement as this process continues.

In April 2013, four major neighborhood clean-ups happened. All four covered the entire Lincoln-Central Neighborhood, but all four also had a segment focusing on the 9th Street Park Area.



7. The 9th Street Park Comprehensive Neighborhood Revitalization Plan

7.1 The 9th Street Park Comprehensive Neighborhood Revitalization: Strategic Vision

The Needs Assessment for the Lincoln Central Neighborhood articulates several neighborhood goal characteristics which, taken together, create the following Vision Statement for the 9th Street Park Area:

“The 9th Street Park Area will become a safe, attractive and welcoming neighborhood, filled with quality homes, neighborhood friendly businesses, affordable housing, and

economic and educational opportunities for all.”

This *Vision Statement* provides the ideal against which key issues are analyzed, strategic objectives are defined, action steps are prepared, and potential partners are enlisted to accomplish results.

Key issues are the challenges that must be mastered or overcome to realize positive change.

Strategic objectives define the desired outcomes.

Action steps identify the programs, projects and implementation tools to accomplish change.

Partners are those entities that bring talent, time and financial resources to implement and maintain the plan, and community advocates in support of positive change.

Based on the *Vision Statement*, the Needs Assessment prepared by the LCNFC for the Lincoln Central Neighborhood, and the analysis presented earlier in this document, the following Action Plan is being charted for the 9th Street Park Neighborhood.

Left: Mayor Brown talks with a resident of the 9th Street Park Area

Right: The historic 9th Street Park Area during its transformation



7.2 The 9th Street Park Neighborhood: Action Plan

The Action Plan identifies four strategic neighborhood revitalization goals, which if accomplished, will facilitate the transformation of the 9th Street Park Area into a healthy and thriving neighborhood. The goals are:

Goal 1: Safe Neighborhood

People perceive the neighborhood to be family friendly and safe. They enjoy freedom from crime and drugs around the clock, every day.

Goal 2: Welcoming Neighborhood

People take pride in the neighborhood and feel a sense of ownership and

solidarity. Neighbors know one another, socialize together and engage in recreational activities together.

Goal 3: Attractive Neighborhood

Residents invest in their homes and take care of their properties. Properties are safe, well-maintained, attractive and free of blight.

Goal 4: Supportive Neighborhood

Everyone in the neighborhood has the opportunity to gain financial stability and self-sufficiency by getting a job that pays a living wage or more and by learning money management skills and how to save for the future.

Several strategic objectives are identified that address the goals. Each strategic objective is paired with at least one action step - an initiative, program or project - that must be implemented to affect positive change. Potential partners are then identified to marshal the resources to accomplish the action steps. Measures of success are also identified.

Finally, it will be the mutual responsibility of the two primary partners - the Lincoln Central Neighborhood Family Center and the Mayor's Advisory Council on Housing - to play a leading role in overseeing the implementation of the revitalization plan and evaluating performance and progress.



Left: Key partners in the 9th Street Park Revitalization Plan

Right: Race to Play/9th Street Park Ribbon Cutting with NASCAR driver Tony Stewart and Mayor Brown



Table 7-2: 9th Street Park Neighborhood Issues, Objectives, Action Steps, Potential Partners and Measures of Success

Neighborhood Goals	Key Issue Area	Strategic Objectives	Action Steps	Potential Partners	Measures of Success
A Safe Neighborhood	Incidence or perception of Crime	Increase Community Policing in the 9th Street Park Area	"COPPS" Program	Columbus Police Department	Decrease incidents of crime Decrease reports of suspicious activity in park
			Bike/Foot Patrols 9th Street Park	Lincoln Central Neighborhood Family Center	
			Surveillance Camera		
			Conduct Periodic Neighborhood Watch Meetings	Neighborhood Residents	
		Improve Safety and Security on Private Property	Implement Porch Light Program	Lincoln Central Neighborhood Family Center Neighborhood Residents	
		Repair replace broken/inoperable street lights	Implement Street Light Monitoring Program	Neighborhood Residents Columbus Engineering Department	

Table 7-2: 9th Street Park Neighborhood Issues, Objectives, Action Steps, Potential Partners and Measures of Success (Cont.)

Neighborhood Goals	Key Issue Area	Strategic Objectives	Action Steps	Potential Partners	Measures of Success
A Welcoming Neighborhood	Columbus Parks & Recreation Department	Provide recreational opportunities for neighborhood residents	Implement seasonal activity programming for adults and children	Columbus Parks & Recreation Department	Number of programs and social events and activities
			Equipment Loan Program for Special Events at 9th Street Park	Lincoln Central Neighborhood Area Churches Neighborhood Residents	Attendance at programs, social events and activities
		Create recreational opportunities for seniors	Collaborate access to programming at Mill Race Center	Housing Partnerships & Thrive Alliance Mill Race Center	
	Resident and stakeholder engagement	Celebrate Neighborhood Success	Implement Neighborhood Parties and similar Events	Lincoln Central Neighborhood Family Center Columbus Community Development Neighborhood Residents	

Table 7-2: 9th Street Park Neighborhood Issues, Objectives, Action Steps, Potential Partners and Measures of Success (Cont.)

Neighborhood Goals	Key Issue Area	Strategic Objectives	Action Steps	Potential Partners	Measures of Success
An Attractive Neighborhood	Poor building conditions	Improve the quality of residential structures in the neighborhood	Implement Owner-occupied Housing Rehab Program for Lower-income Homeowners	Housing Partnerships, Inc.	Number of homes in Good, Fair and Poor Condition
			Promote Visibility of Program	Resident Homeowners Columbus Community Development Department	
			Implement Vacant Property Acquisition/ Demo/New Construction/Rehab Program to create Affordable Rental Housing for Lower-income Rental Households	Housing Partnerships, Inc.	Number of vacant properties
			Promote Visibility of Program	Columbus Community Development Department Heritage Fund – The Community Foundation IHCDA	Increasing property values

Table 7-2: 9th Street Park Neighborhood Issues, Objectives, Action Steps, Potential Partners and Measures of Success (Cont.)

Neighborhood Goals	Key Issue Area	Strategic Objectives	Action Steps	Potential Partners	Measures of Success
An Attractive Neighborhood (continued)	Un-kept private property	Improve the visual appearance of private property	Implement Periodic Code Enforcement Sweeps	Columbus/ Bartholomew Code Enforcement	Number of concentrated code sweeps
			Tool Lending Library	Columbus Community Development Department	Number of code violations
			The Cleaning Supplies Showroom	Lincoln Central Neighborhood Family Center Neighborhood Residents Area Churches and other institutional partners	
			Implement Seasonal Cleanups	Columbus/ Bartholomew Code Enforcement Columbus Community Development Department	Number of neighborhood cleanups

Table 7-2: 9th Street Park Neighborhood Issues, Objectives, Action Steps, Potential Partners and Measures of Success (Cont.)

Neighborhood Goals	Key Issue Area	Strategic Objectives	Action Steps	Potential Partners	Measures of Success
An Attractive Neighborhood (continued)	Missing or worn out public infrastructure	Reinstall the tree canopy along public streets	Implement a Street Tree Replacement Program	Columbus Community Development Department Columbus Parks & Recreation	Number of landscape improvements
		Eliminate sidewalk hazards	Implement Sidewalk Repair Program	Columbus Community Development Department Columbus Engineering Department	
		Repair replace broken/inoperable street lights	Implement Street Light Monitoring Program	Neighborhood Residents Columbus Engineering Department	

Table 7-2: 9th Street Park Neighborhood Issues, Objectives, Action Steps, Potential Partners and Measures of Success (Cont.)

Neighborhood Goals	Key Issue Area	Strategic Objectives	Action Steps	Potential Partners	Measures of Success
A Supportive Neighborhood	Incidence of poverty and very low-income	Create Educational Opportunities for children and adults	Reading Initiatives GED Tutoring	Lincoln Central Neighborhood Family Center	Poverty rates
			Personal Financial Counseling	Bartholomew County Educational Institutions	Household income
		Promote Employment Training Opportunities	"Bartholomew Works" Program	United Way of Bartholomew County Various public service agencies	Foreclosures Literacy rate
	Unstable households	Establish supportive (wrap- around) and collaborative service delivery system	Comprehensive Case Management	Lincoln Central Neighborhood Family Center Various public service agencies	Educational attainment
	Citizen dis-enfranchisement	Establish rapport with City Hall	Periodic Neighborhood and Town Hall Meetings	Various Public Service Agencies City of Columbus Elected Officials Lincoln Central Neighborhood Family Center Neighborhood Residents	